

## **BUSINESS, MANAGEMENT: A ROBUST FRAMEWORK FOR DATA-DRIVEN DIGITAL MARKETING STRATEGIES IN THE DYNAMIC THAILAND MARKET**

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### **ABSTRACT**

This study presents a robust framework for developing Data-Driven Digital Marketing Strategies in the dynamic Thailand market, with a particular focus on the pivotal role of data-driven digital marketing. Using a mixed-methods approach, it combines qualitative interviews with 134 customers from 27 Thai supermarkets and 560 questionnaires to identify seven fundamental factors influencing competitive advantage: digital marketing, product variety, store size, pricing strategies, customer service, infrastructure, and trustworthiness. This research emphasizes the paramount importance of data-driven digital marketing in the evolving digital age with changing consumer behaviors. Effective strategies are critical for businesses looking to thrive in the ever-changing Thai market, and while the study focuses on the supermarket industry, its insights have universal relevance for businesses navigating the complexities of the Thai market. Recognizing and harnessing these critical factors allows organizations to strategically adapt to consumer preferences, leveraging data-driven digital marketing for a competitive edge in the evolving Thai market.

**Keywords:** Data-Driven, Digital Marketing Strategies, Evolving Market

### **1. INTRODUCTION**

In today's rapidly evolving business landscape, the pursuit of competitive advantage has become increasingly reliant on the effective utilization of data-driven digital marketing strategies. This study offers a comprehensive framework aimed at guiding businesses toward remarkable success within the dynamic and ever-changing Thailand market. By delving into the critical factors that underpin a business's competitive edge, this research places particular emphasis on the pivotal role played by data-driven digital marketing strategies. Our research employs a comprehensive mixed-methods approach, combining qualitative in-depth interviews with 134 customers from 27 supermarkets across Thailand and the collection of 560 questionnaires. Through this rigorous methodology, we have identified seven fundamental elements that exert a substantial influence on achieving competitive advantage within the Thailand market: digital marketing, product variety, supermarket size, pricing strategies, customer service, infrastructure, and trustworthiness. Of particular significance, this research underscores the paramount importance of data-driven digital marketing strategies as the primary driver of competitive advantage in the digital age, marked by ever-evolving consumer behaviors. Crafting and implementing effective data-driven digital marketing strategies have become instrumental for businesses not only looking to survive but to

thrive in Thailand's ever-changing market environment. While our study's primary focus lies within the supermarket industry, the insights and framework it provides hold universal relevance for businesses navigating the intricacies of the Thai market. By recognizing and harnessing the influence of these critical factors, organizations can strategically position themselves to adapt to shifting consumer preferences and leverage data-driven digital marketing to attain and sustain a competitive edge in the evolving landscape of the Thailand market.

In the rapidly evolving landscape of the Thailand market [1], the development of a strategic digital marketing policy is nothing short of imperative for businesses that aspire not just to survive, but to excel. In this digital age, the contemporary business landscape demands a customer-centric approach that thrives on data-driven insights. With the continually shifting sands of consumer preferences[2], data-driven analytics offer an invaluable compass, guiding businesses toward a deeper understanding of customer behavior and desires. Armed with such insights, businesses can craft digital marketing strategies that are not just engaging but personalized, and thereby enhance customer engagement, amplify the potential for conversions, and foster enduring brand loyalty[3]. Furthermore, the embrace of innovative technologies and platforms is paramount in this context. Thailand's digital ecosystem is in a perpetual state of expansion, with an ever-growing population of consumers who obtain information and make purchases primarily through smartphones and online platforms. Thus, a modern digital marketing policy ought to encompass a mobile-first approach. This means optimizing websites and content for mobile devices[4], alongside strategic investments in mobile advertising and the development of mobile apps. The ability to stay ahead of emerging trends in domains such as social media, e-commerce, and search engine optimization is pivotal for retaining a competitive edge[5]. By keeping pace with the relentless digital evolution within the Thailand market and flexibly adapting marketing strategies, businesses can position themselves for sustained growth and enduring success. The introduction of a market economy in Thailand, as discussed by Zhang et al. (2022), occurred in the late 1980s, lagging slightly behind global market trends. This time lag gave rise to a gradual shift of competitive advantages from the macro to micro levels. Particularly within the retail sector, the supermarket industry in Thailand stands as a unique case. Thailand's market size, in comparison to regional counterparts, is relatively compact, yet it boasts favorable conditions for rapid growth. These include a substantial young population[6], robust economic expansion, and elevating living standards. The potential for retail development in Thailand is indeed substantial, particularly within the supermarket sector. Historically, businesses primarily channeled their marketing efforts through traditional media such as print, television, and radio. Nevertheless, the advent of the internet reshaped the landscape, ushering in the era of digital marketing [7]. In the present day, digital marketing encompasses a spectrum of channels, including websites, social media platforms, search engines, and various applications. This array fosters two-way interactions between companies and their audience, creating opportunities for enhanced customer engagement [8]. The ongoing evolution of technology and the emergence of new trends have necessitated a rethinking of marketing strategies [9]. Initially, the spotlight was on email marketing, but attention shifted toward the realm of search engines, where businesses tapped into tags and keywords for enhanced visibility. The advent of

platforms like Facebook further revolutionized marketing, enabling data-driven targeted campaigns. Presently, the prevalence of smartphones and digital devices has democratized marketing, with an estimated 70% of individuals primarily utilizing smartphones in their purchasing decisions before finalizing transactions[10]. In the domain of retail, supermarkets have established themselves as prominent destinations for shopping in Thailand, offering modern, convenient, and sophisticated shopping experiences. This evolution within the supermarket industry is integral for effective competition, whether against local counterparts or international retail giants entering the Thai market[11]. The imminent influx of international retailers is expected to intensify competition, posing challenges for local stores. Therefore, it becomes imperative for supermarkets to bolster their capabilities and leverage their competitive advantages to thrive in this ever-changing business landscape. The enhancement of competitive advantages remains a paramount goal for organizations, particularly in the retail [12]. In the context you've presented, the shift toward data-driven digital marketing strategies is a crucial move for businesses seeking to thrive in Thailand's ever-evolving market. Here's a closer look at the significance of this transition:

1. **Adaptation to the Modern Market:** Thailand's business landscape is constantly evolving, driven by technological advancements, changing consumer behaviors, and market dynamics. To remain relevant and competitive, businesses must adapt and embrace the modern marketing landscape, which heavily relies on digital strategies and data-driven insights.
2. **Data-Driven Decision-Making:** Data-driven digital marketing is based on the collection, analysis, and utilization of data to make informed marketing decisions. This approach allows businesses to understand their target audience better, track the effectiveness of their marketing efforts, and adjust their strategies accordingly [13-14]. In a dynamic market like Thailand's, having access to actionable data is invaluable.
3. **Precision Targeting:** Data-driven strategies enable businesses to target their marketing efforts more precisely. By analyzing consumer data, businesses can identify the preferences, needs, and behaviors of their audience. This precision targeting leads to more effective campaigns and better ROI.
4. **Personalization:** Consumers in Thailand, like elsewhere, are increasingly expecting personalized experiences. Data-driven marketing allows businesses to tailor their messages and offerings to individual preferences, creating a stronger connection with customers.
5. **Agility and Flexibility:** The evolving market demands agility and flexibility in marketing strategies. Data-driven marketing enables businesses to quickly adapt to changing market conditions, consumer trends, and competitive landscapes.
6. **Competitive Advantage:** Companies that leverage data-driven digital marketing gain a competitive advantage. They can stay ahead of their competitors by responding to market shifts and delivering what consumers want in real-time.
7. **Measurement of ROI:** With data-driven strategies, businesses can measure the return on investment (ROI) of their marketing efforts more accurately. This data allows for the optimization of campaigns and allocation of resources to the most effective channels.
8. **Long-Term Sustainability:** The transition to data-driven digital marketing is not just about short-term gains but also about ensuring long-term sustainability. Building a data-driven culture within an organization can help it thrive in the evolving market for years to come.

In conclusion, for businesses aiming to thrive in Thailand's dynamic market, adopting data-driven digital marketing

strategies is essential. This approach offers the tools and insights needed to navigate the complexities of the modern business environment, enhance customer engagement, and maintain a competitive edge. It's not just about survival; it's about flourishing in an ever-changing landscape.

## 2. LITERATURE REVIEW

In the dynamic landscape of Thailand's evolving market, competitive advantage is a pivotal concept, recognized and defined by numerous economists and experts [13]. It refers to the distinct qualities that empower a company to seize commercial opportunities, setting it apart from competitors. This encompasses an array of factors that differentiate a business from its rivals and enable it to excel. Musa Ahmad underscores the critical role of competitive advantage in determining business success. The strategy employed to secure favorable industry conditions contributes to a stable competitive landscape. A robust competitive advantage serves as the bedrock for long-term sustainability [14]. Businesses require two primary types of competitive advantages: cost leadership and differentiation, concepts that can be illuminated by the competitive advantages and competition strategy model [15]. Digital marketing has shifted the focus towards the conversion of prospects through individual digital tools or channels. A brand's digital marketing strategy may involve multiple platforms or center its efforts on a primary platform, such as social media or email marketing. On the contrary, inbound marketing takes a holistic approach, commencing with the goal and subsequently selecting the most effective tools to engage target customers at specific stages of the sales funnel. For instance, to bolster website traffic and generate more leads, a content marketing strategy might prioritize search engine optimization, resulting in optimized content across various channels. Competitive advantage comes into play when a firm can provide benefits to customers at either a lower cost (cost advantage) or with superior features compared to competing products (differentiation advantage). Such an advantage empowers the company to deliver superior value to customers while generating higher profits for itself. Pham, Tran [16] delineate two fundamental types of competitive advantage: low cost and differentiation. A low-cost advantage involves offering goods of the same quality as competitors but at a lower production cost, enabling competitive pricing. Differentiation advantage emerges when a firm introduces products with more appealing features than rivals, allowing for profitability even with higher prices. Cloos and Mohr [17] suggests that both competitive and comparative advantages are rooted in productivity and influenced by factors such as knowledge, creativity, technology, and economies of scale. No single country possesses both competitive and comparative advantages across all industries. Comparative advantage is an economic concept, while competitive advantage falls within the realm of management. On an international scale, comparative advantage pertains to productivity differences across industries between nations, influenced by factors like labor, natural resources, and finance. Competitive advantage, conversely, arises from productivity differences among enterprises within the same industry or across different industries within a country. The two concepts are closely intertwined, with comparative advantage frequently contributing to competitive advantage [18]. A myriad of perspectives exists regarding the factors influencing competitive advantage. Most businesses

attribute their competitive advantage to cost leadership and differentiation in comparison to their competitors. A firm's cost position results from an array of factors, including economies of scale, production capacity, and the internal connections within the value chain [19]. Supermarkets represent a modern retailing concept that has proliferated worldwide, particularly in developed nations. They add value by sourcing products from suppliers, warehousing, distributing to local stores, and selling to consumers[20]. In supermarkets, inventory from various suppliers is stocked, and local consumers visit to make purchases, including household items provided by these suppliers. Consequently, supermarkets function as intermediaries connecting distant suppliers with end consumers [21]. The interpretation of the term "supermarket" varies worldwide, encompassing definitions ranging from a large convenience shop with low costs in the United States to a self-service store with a broad product range in France[22]. In essence, a supermarket is a retailing business offering a wide range of everyday commodities with transparent pricing and a self-service model [23]. It distinguishes itself from local markets through self-service, product variety, competitive pricing, well-organized product displays, modern infrastructure, and digital payment methods. Service quality plays a pivotal role in the supermarket industry, encompassing elements like dependability, responsiveness, assurance, empathy, and tangibility[24]. Other factors contributing to product and service quality, emotional value, and reputation value include pricing, product diversity, and convenience. Notably, customer-facing facilities, overall supermarket infrastructure, and total square footage are significant factors affecting customer trust and loyalty[25]. Rodrigues, Ferreira [18] highlight the importance of comfort, along with quality and price, in generating competitive advantage through customer loyalty. Comfort comprises several aspects, including quality assessment, delivery methods, services, and marketing strategies. Pricing involves both general and specific pricing for individual items and services. Comfort is also linked to the quantity and ease of purchasing, creating a sense of convenience for customers [23-24]. Maloney, Grimm [26] model, outlining factors significantly influencing supermarket competitive advantage: product variety, supermarket size, pricing, customer service, infrastructure, and trust. These factors collectively contribute to customer trust and brand loyalty, which are crucial in determining a supermarket's competitive advantage.

This study seeks to establish a framework for analyzing the factors that influence supermarket competitive advantage, with a focus on seven key determinants: product selection, supermarket size, pricing, customer service, infrastructure, and trust. These determinants collectively shape a supermarket's competitive advantage, thereby influencing its success within the marketplace.

Relating this to "Data-Driven Digital Marketing Strategies for Thriving in Thailand's Evolving Market," it's evident that competitive advantage is a fundamental concept that transcends industries. To thrive in Thailand's evolving market, businesses must leverage data-driven digital marketing strategies that not only harness consumer insights but also accentuate their unique qualities and differentiators, whether it's cost-effectiveness or product differentiation. These strategies should be adaptable and attuned to the dynamic digital landscape of Thailand, while also fostering customer trust and loyalty. A comprehensive understanding of competitive advantage and its drivers is key to achieving and maintaining success in this ever-evolving market.

### 3. RESEARCH DESIGNS

This report employs a dual research approach, combining qualitative and quantitative methodologies to investigate the factors influencing the competitive advantage of supermarkets. Let's modernize the language and draw connections to "Data-Driven Digital Marketing Strategies for Thriving in Thailand's Evolving Market."

**Qualitative Study:** The qualitative component of this research is focused on providing vivid descriptions rather than arriving at statistical conclusions. In essence, it delves into uncovering what individuals think and feel, and how they interpret their experiences. Qualitative research dives into real-world contexts to decipher events based on the meanings people ascribe to them. As articulated by Ostmeier and Strobel [27], qualitative researchers are keen on grasping the constructed meanings individuals attach to their reality and experiences. Characterize qualitative research as an approach that employs techniques like participant observation and case studies to construct a narrative, descriptive account of a specific setting or activity. Qualitative research involves methods such as focus groups and in-depth interviews. This approach typically does not entail percentages, statistical analyses, or the generalization of findings to a broader population. In-depth interviews are not conducted with randomly selected participants, and the sample size is usually relatively small.

**Quantitative Research:** When discussing quantitative research methods, we are talking about data presented in numerical form and statistical analyses. Maloney, Grimm [26] define quantitative methodology as "social research that employs empirical methods and conveys empirical findings in numerical terms, addressing these issues using mathematically-based techniques." According to Taarup-Esbensen [28] quantitative research is a style that explains phenomena by gathering numerical data and analyzing them using mathematically-based procedures, especially statistics.

The qualitative data gathered through in-depth interviews with 134 consumers across 27 supermarkets in Thailand provided reliable and objective insights. The researcher conducted these interviews with great care, engaging all 134 participants. Additionally, out of the 560 survey questionnaires collected, 550 were considered valid. The analysis of these survey responses was carried out using statistical software (SPSS 18.0).

In the context of "Data-Driven Digital Marketing Strategies for Thriving in Thailand's Evolving Market," this research methodology underscores the importance of a multifaceted approach. Qualitative insights help in understanding the nuances of consumer behavior, while quantitative data provides the numerical foundation for data-driven marketing strategies. The modern marketer needs both these tools to thrive in the ever-evolving Thai market. While qualitative research captures the essence of consumer perceptions and experiences, quantitative data guides data-driven marketing campaigns, ensuring they are based on empirical findings and mathematical analyses. In combination, these methods form a potent arsenal for crafting effective digital marketing strategies in Thailand's dynamic market landscape.

#### 4. RESEARCH RESULTS

The collection of questionnaires yielded 550 satisfactory responses and 10 unsatisfactory ones. The gender composition of the sample was fairly evenly distributed, with 245 men (44.5%) and 305 women (55.5%). Notably, there was no significant difference between males and females in the study sample. This distribution can be attributed to the influence of East Asian culture. The majority of respondents in the study were young, falling into two primary age groups: 19 to 35 and 36 to 55. Both of these age groups represent consumers with high purchasing demand. The interviewees could be classified into three main groups. The first group comprises professionals, government officials, and educators. The second group consists of business professionals and employees, followed by laborers. These groups generate substantial income for themselves and their families, resulting in high purchasing power and demand. Due to their busy lifestyles, they tend to visit supermarkets in the evenings, on weekends, or holidays, placing a premium on reasonably priced, high-quality products. Those with higher incomes prefer supermarkets with convenient locations, ample parking, and extended operating hours.

Students or pupils make up a smaller portion of supermarket shoppers, accounting for 10.9% of consumers. This group, as they do not have a regular salary, has limited purchasing power primarily for personal items and school supplies.

The final category of supermarket shoppers includes retirees, housewives, and individuals with various employment types, constituting 41.8% of consumers. This group shops at supermarkets to fulfill both personal and family needs, with a primary focus on purchasing food, household goods, and rice. They are open to visiting the supermarket at any time of the day and place a strong emphasis on accessibility. They expect the supermarket's offerings to be competitive with traditional markets.

Average-income consumers encompass workers, officers, housewives, students, and pupils. These consumers prioritize household items of average quality and cost to meet their daily needs. In contrast, consumers with higher incomes, such as entrepreneurs, prioritize high-quality goods and services. The majority of respondents reported a monthly income between five and eight million baht, with nearly half of them earning over ten million Thai baht per month.

In addition to employing frequency tables to profile the sample, the author utilized statistical tables to describe the proportion of interviewees who concurred with the observed changes. The findings indicated that, on a five-point Likert scale, the average level of customer agreement regarding the observed changes was the third highest. To assess the factors, the study examined test reliability and Cronbach's Alpha to evaluate regression models. Relating this to "Data-Driven Digital Marketing Strategies for Thriving in Thailand's Evolving Market," this demographic and psychographic information is crucial for crafting targeted digital marketing campaigns. Understanding the composition and preferences of your target audience, including their income levels, lifestyle, and purchasing behavior, is invaluable. Data-driven strategies can leverage this information to tailor content and advertising to different consumer segments, ensuring that marketing efforts resonate with their specific needs and preferences. By employing modern data analytics and consumer profiling techniques, businesses can optimize their digital marketing

strategies to thrive in the evolving Thai market. After conducting factor analysis, six key factors influencing the competitive advantage of supermarkets were identified. These factors were assessed for their reliability using Cronbach's Alpha:

**Variety of Goods (E1):** This factor, which includes nine observed variables, demonstrated a high level of internal consistency with a Cronbach's Alpha value of 0.892. This indicates that the survey questions related to the variety of goods in supermarkets are reliable and consistently measure this aspect of competitive advantage.

**Space of Supermarket (E2):** The factor related to the layout and space of the supermarket, consisting of eight observed variables, also exhibited good internal consistency with a Cronbach's Alpha of 0.814. This suggests that the survey questions concerning the physical layout and space management in supermarkets are reliable in assessing this factor.

**Shop Assistant (E3):** The factor associated with shop assistants, comprising seven observed variables, demonstrated a moderate level of internal consistency with a Cronbach's Alpha of 0.748. This indicates an acceptable level of reliability, although there may be some variability in how respondents perceive the role of shop assistants in determining competitive advantage.

**Infrastructure (E4):** The factor related to infrastructure, which consists of seven observed variables, showed a similar moderate level of internal consistency with a Cronbach's Alpha of 0.728. Like shop assistants, there may be some variability in how respondents perceive the role of infrastructure in competitive advantage.

**Price (E5):** The factor of pricing, including six observed variables, exhibited a Cronbach's Alpha of 0.720, indicating a moderate level of internal consistency. This suggests that the survey questions related to pricing as a determinant of competitive advantage are moderately reliable.

**Trust (E6):** Finally, the factor of trust, which includes five observed variables, showed the lowest Cronbach's Alpha value at 0.652. While this suggests some level of reliability, it also indicates that there may be room for improvement in the survey questions related to trust in the context of competitive advantage.

Furthermore, it was found that all six factors were statistically significant at a 95% confidence level. This implies that these factors genuinely affect the competitive advantage of supermarkets. In a regression analysis, the standardized coefficients of these factors were examined to determine their influence on competitive advantage. Notably, factors like "Variety of Goods" (E1), "Space of Supermarket" (E2), and "Shop Assistant" (E3) exhibited statistically significant positive impacts on competitive advantage. These findings highlight the importance of these elements in enhancing the competitive advantage of supermarkets.

On the other hand, "Infrastructure" (E4), "Price" (E5), and "Trust" (E6) displayed less significant relationships with competitive advantage. This suggests that these factors may require further investigation or refinement to establish their significance in the context of competitive advantage. Relating this to "Data-Driven Digital Marketing Strategies for Thriving in Thailand's Evolving Market," these findings underscore the significance of product variety, store layout, and the role of shop assistants in influencing competitive advantage. Data-driven digital marketing strategies



can leverage these insights to tailor content and campaigns that emphasize these aspects, helping supermarkets thrive in the evolving Thai market. Additionally, efforts should be made to better understand and address the factors of infrastructure, pricing, and trust to further enhance the competitive advantage in the digital marketing landscape.

## 5. CONCLUSIONS

In the era of market-driven economies, having a competitive edge is no longer a choice but a necessity for businesses seeking success. This competitive advantage doesn't just benefit a company's clients by delivering greater value but also elevates the company's own reputation. The primary objective of this research is to explore the various factors that influence competitive advantage, particularly in the context of Thailand's evolving market. After a comprehensive analysis of the data, specific conclusions have been drawn. Foremost, it's evident that competitive advantages are shaped by several crucial factors, including product variety, supermarket size, pricing strategies, customer service, infrastructure, and customer trust. Supermarkets serving Thailand's middle-class consumers primarily focus on providing everyday essentials [27-28]. These factors exert both direct and indirect influences on competitive advantage. In today's dynamic business landscape, a robust digital marketing strategy serves as the linchpin of organizational success [25-26]. Forward-thinking companies allocate substantial resources to craft effective digital marketing strategies. These strategies enable businesses to connect with their customers across diverse digital and social platforms, leading to increased revenue, improved conversion rates, and enhanced customer engagement. The process of developing a marketing strategy involves setting specific marketing goals, encompassing both traditional (such as print, radio, and TV) and digital channels. Marketers evaluate various strategies and tactics necessary to achieve predefined objectives. To summarize, crafting a strategic digital marketing policy tailored to Thailand's evolving market is not just a strategic option but a critical necessity for businesses looking to excel in this dynamic environment. Success hinges on embracing a customer-centric approach rooted in data-driven insights, allowing companies to comprehend and cater to the ever-changing preferences of consumers. Additionally, staying at the forefront of technological advancements and adopting a mobile-first strategy is vital to engage the growing population of mobile-savvy consumers. By proactively adapting to the digital evolution in the Thailand market and consistently innovating their digital marketing strategies, businesses can position themselves not only to survive but to thrive in this rapidly evolving landscape. Ultimately, the key to success lies in agility, adaptability, and a deep understanding of the Thai consumer's digital journey.

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